



The Role of Learning in Knowledge Continuity

As organizations work to preserve knowledge and transfer it from exiting employees to new employees, learning plays a critical role in the process. A comprehensive plan to document information, **transfer knowledge** and **coach** is key to successful continuity management. And the time to take care of business is well before employees leave.

In their book, *Continuity Management*, Beazley, Boenisch and Harden outline a comprehensive plan for implementing continuity. As you define, develop and implement your plan, here are some quick hits that you can do right away to better capture and transfer knowledge for new and existing employees.

Identify knowledge

- Ask everyone in your organization to identify key knowledge that is required for them to be successful on their jobs.
- Encourage them to focus on knowledge that is linked to the success of the organization as well as to their own success.
- Provide an electronic template in which people can write their answers so that all answers fit into a specific format.

Determine how to document knowledge

- Direct people to focus on the top 5 items on their lists.
- Ask them to select the best method for documenting that knowledge for use by other employees.
- Provide a list of options, such as: quick reference guide, videotape demonstration, problem-solving matrix, step-by-step instructions.

Facilitate to make it happen

- Commit resources to help document this employee knowledge.
- These could include support people to interview employees, write reference guides, videotape demonstrations, create how-to guides.
- If resources are tight, look for employees who would benefit from developmental opportunities to volunteer or be assigned temporarily to this assignment.
- Pilot new materials by cross training existing employees and training new employees. Cross training provides lateral growth and aids in vacation coverage.